

**Ambassador Feinstein's Remarks for the 20th Anniversary of McDonald's in
Poland
September 12, 2012, 17:00, Sala Kongresowa**

Thank you Piotr Jucha for including me in this great event to mark the 20th anniversary of McDonald's in Poland.

Congratulations to you, your staff and your business partners.

I have some good news for you, and some bad news. First, the good news. When Elaine, the kids and I leave Poland, the supply of toys for the Happy Meal packs will increase at McDonalds everywhere in Warsaw. The bad news is that I anticipate a drop in stock prices with the departure of our family from Warsaw later this month. So, I would suggest to sell-short Warsaw shares and buy shares in northern Virginia and Washington, D.C.

What an honor it is to be with President Wałęsa. No one has done more to stimulate American interest in Poland or to pave the way for American companies seeking opportunities in this entrepreneurial country with smart, hard-working and dedicated people everywhere.

Often when flying into a new city, one of the first things you see as the plane descends are the McDonald's arches. McDonald's is without a doubt one of the most recognized and iconic American brands in the world and its phenomenal expansion is a classic American success story.

The McDonald's business model is a powerful engine of employment, prosperity and entrepreneurship in the United States and all over the world. People from all walks of life and certainly here in Poland, have found not only successful careers at your restaurants but they have learned how to run a business that provides a quality product at a reasonable price day in and day out. As an example of this, I know from speaking with Piotr and the rest of his executive team that almost the entire McDonald's Polska office staff in Warsaw, which is over 100 employees, started their careers on the bottom level of the restaurant hierarchy.

Furthermore, sixty percent of restaurant employees combine education and part-time work, which is adapted to their on-job availability. This further illustrates McDonald's Polska's commitment to recruiting and training Poland's next generation of entrepreneurs.

What is even more remarkable is what you accomplished in country that was transforming from a state-run economy with very little retail development and a limited history of customer service. You weren't just selling hamburgers over the last 20 years, you were also teaching an MBA course on free market economics to an emerging market.

In that sense, McDonald's has played a significant role in helping Poland make the transition to an open market economy and the benefits of this spread to your employees and customers. In fact, this transition has also benefitted Poland as a whole as it became a part of the transatlantic economy.

The transatlantic economy remains the driver of the world's economy generating close to \$5 trillion dollars a year in commercial sales, equivalent to 50% of the world's GDP, and employs up to 15 million workers on both sides of the ocean. Every day roughly \$1.7 billion in goods and services crosses the Atlantic, representing about one-third of total global trade in goods and more than 40 percent of world trade in services.

Americans sold three times as many merchandise exports to Europe than to China and 15 times more than to India. The European Union sold the United States nearly twice the goods it sold China and nearly 7 times what it sold India. Investment flows total nearly \$3 trillion a year and the stock of U.S. foreign direct investment in Europe is four times greater than it is in all of Asia.

Within that transatlantic economy, Poland is our most important trading partner and our most important destination for foreign investment in Central Europe. Currently about 190,000 Polish citizens are employed by U.S. investors and businesses. I'm told 16,000 by McDonalds alone.

Prosperity depends on Security. The Polish American security cooperation is fundamental to our bilateral relationship. One of my proudest days was signing last year the agreement to establish an aviation detachment at Łask airbase. The aviation detachment will open in a few weeks. I understand there is a McDonalds about 10 Kilometers from there, so expect increased sales in that location.

This will be the first continuous presence of U.S. troops in Poland. It is an important and symbolic step, which speaks to the growing depth of our security cooperation which in turn will benefit our trade and economic ties.

I would like to take a moment to highlight the fact that McDonald's isn't just contributing to the economy, but also consistently acts as an exemplary corporate citizen throughout the world. McDonald's has for decades championed the concept of corporate social responsibility. Due to such activities in Poland, McDonald's Polska was even awarded the American Chamber of Commerce's Corporate Social Responsibility Award.

To highlight one example, McDonald's launched its Ronald McDonald House Charities back in Philadelphia in 1974. This charity provides temporary lodging for families with children receiving medical treatment (frequently for childhood cancer) at nearby hospitals. This charity also runs „family rooms”, which are rest areas for parents within pediatric wards, and Ronald McDonald Care Mobiles, which provide mobile health services. McDonald's Polska launched its Polish version of this charity in Poland, the Fundacja Ronalda McDonalda (RMHC Poland), in April 2002, and it is on track to build its first Polish Ronald McDonald House in the next 2-3 years.

From the first restaurant, which opened in 1992 on the corner of Marszałkowska and Świętokrzyska, you revolutionized the restaurant business in Poland. Yet, as is the nature of American entrepreneurship in general and McDonald's in particular, you are not one to rest on past successes; you continue to change and evolve your business. For instance, the expansion into the coffee shop business with the opening of McCafe's to capture the growing demand for quality coffee.

My Commercial Service team tells me that the most successful companies are those willing to modify their products and services to meet local customs and tastes. Your company is a shining example of how that strategy drives success.

On the one hand, you deliver classic American style food with remarkable consistency and quality control everywhere, but at the same time you create new menu items that reflect local tastes such as the potato pancake “Placek Ziemniaczany” for the early riser and the hearty Polish-styled BigMac - “Wiesmac” for that afternoon snack. McCafe’s with their excellent Polish pastries filled with local apples, cherries, plums or eaten with local raspberries are an example of how applying that strategy can lead to success.

Piotr, you are a true entrepreneur and man of many talents. Thank you for allowing me to join you this evening and once again congratulations on your accomplishments during your first 20 years in Poland. I wish you and your company much continued success in the future.